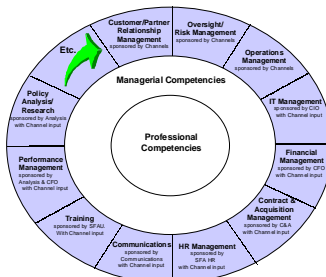




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SFA Competency Catalog

Managerial Competencies



Managerial Competencies represent the knowledge, skills and abilities associated with leading and managing SFA.

Managerial Competency	Definition
Visioning	<ul style="list-style-type: none"> Clearly understands the direction in which SFA is moving and finds ways make contributions to results Takes a long-term view, recognizes and identifies creative opportunities to help SFA accomplish its performance objectives Generates enthusiasm, excitement and alignment around SFA goals to drive performance
Leadership	<ul style="list-style-type: none"> Leads by example – demonstrating behaviors and commitments consistent with SFA’s mission, business objectives and service standards Adapts management and leadership style effectively, in a respectful and sensitive manner that facilitates goal achievement Encourages others to do their best by setting examples using actions and words Displays confidence in dealing with customers and other team members Is recognized by customers and team members as being knowledgeable and a positive influence on organization dynamics Understands and utilizes appropriate techniques to persuade customers and other team members of approaches to be taken Acts as a resource for gaining performance feedback and facilitating consensus



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SFA Competency Catalog

Managerial Competency	Definition
Problem Solving and Decision Making	<ul style="list-style-type: none"> Analyzes relevant information to determine problems, causes and critical issues; evaluates alternatives, and makes sound judgements and takes appropriate actions in a timely manner Follows through with expressed decisions and accepts responsibility for results Seeks new and innovative solutions Engages appropriate stakeholders (including employees, partners, customers, union) in decision making and problem solving
Project Management	<ul style="list-style-type: none"> Prioritizes, plans, organizes, allocates and evaluates work to ensure employees complete tasks in a productive, timely and cost effective manner Ensures projects and programs are in alignment with organization goals Sets high expectations for project performance Holds self and others accountable to stated goals and objectives
Communication	<ul style="list-style-type: none"> Demonstrates the ability to express oneself clearly, concisely and effectively both verbally and in writing Commits to constant, accurate information sharing with staff Actively listens for the meaning in the messages of others Able to give and receive feedback Responds to questions and concerns in a positive manner with a focus on business outcomes Delivers timely responses that demonstrate SFA business knowledge Uses language that denotes respect for others
Employee Development	<ul style="list-style-type: none"> Fosters the professional growth of self and others through coaching, mentoring, and performance feedback Provides opportunities for others to increase or gain skills to improve performance Manages and resolves conflicts, grievances or disagreements in a constructive manner to minimize negative personal impact and maximize learning and achievement of business results Communicates, accepts and assimilates different perspectives, approaches, and backgrounds to reach goals